

LOGISTICS OPERATIONS AND READINESS DIRECTORATE (J-3/4)

MISSION:

Responsible for the end-to-end supply chain management of the Defense Logistics Agency's (DLA) eight supply chains, providing logistics and materiel process management policy, guidance, oversight, and monitoring of supply chain performance. J-3/4 is the principal strategic, operational, and tactical planner for DLA business operations, championing best business practices, Enterprise Business Systems (EBS), and value-added logistics solutions for the warfighter. J-3/4 oversees the daily operation of the DLA Logistics Field Activities (FA). J-3/4 engages customers around the world to maximize readiness and logistics combat power by leveraging an enterprise solution. To fulfill this mission, the organizational elements below are aligned under J-3/4.

BUSINESS MANAGEMENT

MISSION:

Responsible for business planning, and administrative management of all support functions in J-3/4. These include financial resource requirements determination and execution oversight, human resource planning and personnel management, travel administration (including DTS, and government travel card programs), training administration, Government Purchase Card (GPC) program, records management, administration of the J-3/4 personnel and information security programs, and serves as liaison for facilities support requirements.

FUNCTIONS:

1. Ensures that resources are at the level required to meet Directorate business plan and Agency Strategic Plan objectives.
2. Develops, implements, and manages an integrated resource plan for J-3/4 Headquarters elements and provides to the J-8 on-site customer support representative, to include budget requirements and authorization for staffing and high-grade requirements.
3. Develops the J-3/4 PBR plan to ensure efficient operations that accommodate changing missions and new initiatives. Coordinates PBR plan with the J-8 on-site customer support representative.
4. Assists J-8 on-site customer support representative in explaining financial execution issues in various Agency review forums.
5. Maintains and manages the J-3/4 financial and personnel programs of record.
6. Develops, coordinates, and executes the J-3/4 human resource strategy. Manages all personnel requirements (civilian and military) for J-3/4.
7. Manages the J-3/4 travel program. Serves as activity program coordinator (APC) for the DTS and the government travel card programs.
8. Manages training in J-3/4. Publicizes training opportunities across J-3/4 and works with J-1 to ensure that J-3/4 training requirements are fulfilled.

9. Manages the J-3/4 GPC program. Handles GPC purchases on behalf of J-3/4 organizations. Serves as billing official/certifying officer for J-3/4 GPC accounts.
10. Serves as J-3/4 records manager.
11. Administers J-3/4 personnel and information technology security programs.
12. Manages J-3/4 facilities support requirements. Administers allocation of office space within J-3/4 assigned facilities floor plan.
13. Develops and implements policy for the Logistics Operations (Internal) Management Control Program.

OPERATIONS AND SUSTAINMENT EXECUTIVE DIRECTORATE (J-31)

MISSION:

Drives the linkage of DLA sustainment capabilities to warfighter demand in order to deliver end-to-end supply chain effectiveness.

FUNCTIONS:

1. Manages the overseas customer interface network of DLA-Europe, DLA-Pacific, and DLA-Central.
2. Operates the DLA Joint Logistics Operations/Fusion Center, linking and synchronizing DLA's capabilities with the Combatant Commands (COCOMs), Military Services, the Joint Staff, other Combat Support Defense Agencies, and designated Federal agencies during contingencies.
3. Collects, analyzes, and fuses data to create a cohesive picture of customer support.
4. Oversees the Agency's interaction with and support to COCOMs. Provides oversight and support to the Agency's liaison officers to the Combatant Commanders and the Joint Staff.
5. Ensures that DLA remains capable of supporting evolving Service requirements by serving as a focal point for engaging DOD and the Military Services' to improve support.
6. Manages the Agency's Security Assistance and Foreign Military Sales program.
7. Integrates Agency's Combat Support Agency Review Team (CSART) interface, review, and subsequent status reporting to DLA's Financial Operations (J-8).
8. Sponsors periodic COCOM/DLA Days, Service/DLA Days, Major Command/DLA Days, and/or Component Command/DLA Days.
9. Serves as the Headquarters (HQ) DLA focal point for engagement of the Military Service Headquarters, Major service commands, and the Department of Homeland Defense.
10. Works closely with the service headquarters on weapon system support improvement initiatives such as performance-based logistics (PBL) and contractor logistics support (CLS).
11. Provides the Agency's "voice of the customer," identifying customer requirements from contingency planning and readiness posture of COCOMs and the Services.
12. Develops, plans, and implements Executive Agent Concepts of Operations and strategic policies for applicable supply chains.
13. Provides Executive Secretariat support to the DLA Operations Execution Board (OEB).

14. Performs other missions as assigned.

DLA REGIONAL COMMANDS

MISSION:

Perform as principal enterprise points of contact with DLA senior overseas customers (Combatant and Unified Commander, Senior Service Component, and Theater Service Headquarters-level), and as leads for enterprise customer engagement in their respective theaters of operations with responsibility for planning, coordination, and the monitoring of enterprise operations to assure customer satisfaction. Responsible for coordinating DLA efforts in support of logistics planning, the management of enterprise senior customer engagement, and the development of an overall strategy for regional customer engagement. Formalize processes to monitor customer satisfaction and maintain situational awareness with the support of DLA entities in their region to provide periodic or real-time situational reports to the DLA enterprise. Responsible for managing the resolution of cross-cutting enterprise community issues regarding implementation of DLA enterprise policy and strategy in the region. Exercise coordinating authority on behalf of the DLA enterprise with personnel assigned to Distribution and Deployment Operations Centers established in the region to assure the full and integrated employment of DLA capability on behalf of the warfighter. Exercise operational control over DLA Contingency Support Teams established within the region.

FUNCTIONS:

1. Provides agency point of entry engagement for senior overseas customers, identifying customer requirements for contingency planning and readiness in support of the COCOMs and the Services.
2. Supports forces and other designated customers within the region. Designated customers include North Atlantic Treaty Organization, its subordinate agencies, member nations, and other U.S. government agencies, such as Department of State, and DOD activities such as Defense Commissary Agency that are not part of the parent COCOM force structure.
3. Serves as the lead for planning and coordination of customer engagement.
 - a. Provides logistics advice, expertise, and solutions to COCOM, its components and subordinates in the form of customer support representatives, logistics planners, and liaison officers.
 - b. Coordinates with DLA entities in-theater to develop, implement, and maintain regional customer engagement strategies.
 - c. Creates, implements, and maintains formal customer engagement policies and disciplines.
 - d. Conducts regular planning meetings with DLA entities in the region to ensure cohesive and coordinated customer engagement support.
 - e. Monitors enterprise performance in-theater to ensure the successful accomplishment of the DLA Mission.
 - f. Develops an integrated planning process to coordinate customer interaction and share information across the region, and beyond, as appropriate.

- g. Tasks DLA entities and organizations within the region, as authorized by GO No. 6-05, to ensure the successful accomplishment of enterprise customer engagement.
 - h. Plans and coordinates regional Service/DLA Days, Major Command/DLA Days, and Component Command/DLA Days on a scheduled basis.
4. Represents the DLA organization to principal customers in the area of operations (i.e., COCOM, subordinate Component Commands, and other general officer/flag officer commands, and organizations).
- a. Serves as the focal point for principal customers in overall coordination of DLA support, where multiple DLA entities are directly involved, with tasking authority to direct DLA entities and organizations within the region to ensure that appropriate support plans are in place to meet customer requirements and ensure the successful accomplishment of DLA logistics planning and coordination.
 - b. Reviews existing and new DLA Memorandum of Agreement (MOA) with in-theater entities annually for updates, as applicable. Negotiates, implements, and maintains Performance-Based Agreements (PBAs) with Combatant Commanders, service component commands, and other customers' in-theater as needed, within established processes. This includes co-chairing and co-managing PBA Assessment Councils (PACs). Ensures that all such agreements are in accord with overarching Service and Theater agreements.
 - c. Acts as the DLA representative at customer readiness meetings, planning conferences, and other events where it is impractical for each FA to have a separate representative. Communicates information of significance to other DLA entities.
 - d. Ensures forward deployed DLA Contingency Support Teams act as the DLA representative for the Regional Commander at exercises and other events where it is impractical for each field activity to have a separate representative. Communicates information with significance to other DLA entities.
 - e. Identifies and channels customer requirements into applicable enterprise and regional planning, information management systems, and processes.
 - i. Employs enterprise policies, systems, and procedures in the development of customer requirements, determination, products, and support plans.
 - ii. Creates, implements, and maintains formal regional customer/business intelligence policies and disciplines, which supplement enterprise policies, systems, and processes.
 - iii. Creates, implements, and maintains regional enterprise integrated customer support planning policies and disciplines, which supplement enterprise policies, systems, and processes.
 - f. Meets with customers regularly to ascertain their level of satisfaction with DLA enterprise support.
 - g. Ensures transfer of knowledge to customers to enable them to make effective use of DLA tools and systems. Arranges for formal and informal training, as appropriate.
5. Collects and analyzes data to create Regional Situational Awareness--through various means such as the Director's Monthly Situation Report and the J-3/4 weekly Director's Operations Update briefings. Provides a cohesive picture of customer support throughout the theater.

- a. Tracks the performance of DLA support and overall regional situational awareness in order to ensure that DLA is meeting and anticipating customer requirements.
 - b. Tasks other DLA entities operating in the region to provide timely support of operations monitoring and reporting missions. This also applies to DLA personnel who are in a permanent or TDY status who are not assigned to a DLA entity or organization in the region.
 - c. Monitors customer support requirements through regular meetings with senior level customers. As new DOD or Military Service initiatives arise, or changes in existing support requirements are identified, ensures that they are communicated throughout the appropriate DLA entities. Monitors resulting changes in DLA support to ensure customer satisfaction.
6. Coordinates, monitors, assesses, and reports enterprise support of customer requirements across the full spectrum of operations.
7. Acts as the principal point of contact for senior level customer inquiries and issue management.
 - a. Leads the establishment of processes and common tools for receiving, monitoring, and reporting on customer inquiries and issues across the region.
 - b. Provides oversight of issue resolution, enabling a 'closed loop' back to the customer.
 - c. Engages with responsible DLA entities to develop and implement timely solutions, and obtain regular status updates. Provides escalation as needed.
 - d. Provides regular communication to the customer as to the status of their inquiry or issue until resolution.
 - e. Creates, implements, and maintains formal regional policies and disciplines for logistics planning and for coordinating support of customer requirements
8. Leads the coordination of DLA Regional support to customers in preparation for and during periods of elevated response to world events.
 - a. Develops, implements, and maintains regional contingency support plans, policies, and procedures.
 - b. Rosters, equips, exercises, and maintains an Initial Response Team (IRT). The IRT deploys and becomes the initial Command and Control (C2) for the Agency's DLA Contingency Support Team (DCST) until a determination is made that the DCST is to be deployed for an extended period requiring the establishment of DCST rotations.
 - c. Deploys military and emergency essential civilian personnel to exercises and contingencies, as required, when an IRT or full DCST is not required.
 - d. Coordinates with HQ DLA JLOC for the maintenance, manning, equipping, and training of a DCST for contingency deployments when required. The DCST is drawn from DLA military and emergency essential civilian personnel throughout the enterprise.
 - e. Ensures contingency support capabilities meet future Concept of Operations (CONOPS) requirements.
 - f. Plans, coordinates, directs, and commands and controls pre-deployment, deployment, employment, sustainment, and redeployment of IRTs, DCSTs, and DLA entities and personnel to and from exercises and contingencies within the region.
9. Creates, implements, and maintains regional policies and disciplines that enable the regional command to exercise administrative control (ADCON) in accordance with GO No. 6-05, in

prior coordination from operationalized organizations, over all DLA entities, activities, and personnel for the management and adjudication, as appropriate, of cross-cutting enterprise functions and community issues.

10. Executes administrative authority, with prior coordination to operationalized organizations, as delineated in GO No.6-05, over DLA entities and organizations operating in the region for the management or adjudication, as appropriate, of cross-cutting enterprise community issues, including: force protection, theater clearance approval, and implementation of DLA Enterprise policy and strategy in the region.
 - a. Serves as the lead agent for cross-coordination of enterprise support, planning, information dissemination, and execution of operations within the region on a daily basis.
 - b. Ensures DLA complies with foreign clearance requirements for DLA personnel traveling to and/or through the region. Approves or disapproves theater, country, and special area clearance requests from DLA personnel to visit DLA facilities as delegated by the Regional Combatant Commanders.
 - c. Provides work space, day-to-day supervision, and other support to the liaisons from the Continental United States (CONUS) DLA field activities co-located with Regional Commands.
 - d. Provides legal advice and support as it pertains to compliance with U.S., international, host nation, and enterprise regulations, agreements, and policies in the performance of mission and good order and discipline of the workforce.
 - e. Serves as the lead agent for coordinating, restationing, planning, and supporting activities with DLA activities and military hosts/installations within the region.
 - f. Provides advice and council for compliance with local government policies and traditions to DLA personnel while located within the European/Central/Pacific theaters.
 - g. Develops, coordinates, implements, and maintains a regional communication plan which helps assure the successful accomplishment of the enterprise mission.
11. Acts as change agent to assist the DLA enterprise in transforming to better meet the needs of customers. Ensures alignment of regional programs with DLA's overall strategy and vision.
 - a. Coordinates the execution of enterprise strategy and transformation initiatives as they pertain to the region.
 - b. Assesses and reports periodically on the progress and challenges of implementing enterprise strategy and transformation initiatives in the region.
 - c. Coordinates the development of communication plans to inform personnel within the region as to enterprise or regional initiatives. Ensures the two-way flow of information between the DLA enterprise and the regions. Ensures that customers are informed of any impacts that enterprise programs may have.
 - d. Provides feedback to the DLA enterprise as to best practices/lessons learned within the region. Identifies region-specific requirements as appropriate and coordinates their inclusion in enterprise programs.
12. Creates, implements, and maintains regional policies and disciplines that enable the regional command to exercise authorized tasking authority over all customer-facing personnel.
13. Creates, implements, and maintains regional policies and disciplines that enable the regional command to exercise authorized tasking authority over DLA entities, activities, and

personnel in direct support of exercises and contingency operations within the respective designated Joint Operational Areas (JOA).

14. Creates, implements, and maintains regional policies and disciplines that enable the regional command to exercise authorized tasking authority over all DLA entities, activities, and personnel in the region during periods of THREATCON C or higher.
15. Creates, implements, and maintains regional policies and disciplines that enable the regional command to exercise tactical control (TACON) in accordance with GO No. 6-05, over all DLA entities, activities, and personnel engaged in customer support missions and functions.
16. Regional Commanders will not have the authority to direct product/service delivery, or operationalized activity operations, or to make unilateral decisions that adversely impact those operations.

JOINT LOGISTICS OPERATIONS (JLOC)/FUSION CENTER (J-311)

MISSION:

Serves as the single point for fusing operational information for the Enterprise to include but not limited to intelligence, field activity support status, and personnel support to each Combatant Commanders' logistics sustainment and DLA theater deployment requirements. Provides real time situational awareness of world events and coordinates DLA rapid response to DOD requirements through liaison with Joint Chiefs of Staff (JCS) and Unified Combatant Commanders. Develops and executes mid and short range plans, policies, and procedures in support of the Military Services, Unified Combatant Commands, other Combat Support Agencies, and designated Federal agencies. Coordinates DLA participation in JCS, COCOM, and service-sponsored exercises.

FUNCTIONS:

1. Fuses operational information for the Enterprise thereby providing a common operating picture that supports decision making and enhances DLA's focus to the warfighter. Information will enable DLA to anticipate requirements, respond with agility, and manage end to end material flows.
2. Serves as DLA lead for crisis response operations supporting the Unified Commands, Military Services, and DOD/Federal agencies. The execution process includes: Operating Headquarters' Logistics Operations Center (LOC) and provides (manned, equipped, and trained) policy for theater deployment personnel.
3. Directs DLA Exercise Program; coordinates DLA participation in JCS, COCOM, and service-sponsored exercises; develops staff and field level exercises to test and assure DLA's capabilities support the National Military Command System, COCOMs, Services, and designated federal agencies during emergency and/or wartime conditions.
4. Serves as the Agency's primary link to the Joint Staff; collaborates on joint issues; serves as the conduit through which the Agency integrates into initiatives such as the Joint Capabilities Integration Decision System (JCIDS) process, Joint Integrating Concepts, Functional

Capabilities Boards, joint doctrine development, and other efforts requiring Agency coordination.

5. Agency arm executing support to United States Northern Command (USNORTHCOM) and FEMA when responding to domestic disasters.
6. Acts as Agency lead by developing Agency-wide mission-essential tasks and conditions and standards for the DOD Readiness Reporting System (DRRS). Conducts, coordinates, and integrates readiness assessments using DRRS for input to the Quarterly Readiness Report for Congress (QRRC) and the Joint Forces Readiness Report (JFRR).
7. COOP: Identify essential J-3/4 functions to HQ DLA business processes and operations that must continue to be performed regardless of circumstances, to ensure the continuance of the HQ DLA mission. Participate annually when HQ DLA conducts/updates the Business Impact Analysis (BIA). Identify/validate J-3/4 essential functions and requirements for critical systems, files, applications, vital records, and supplies. Essential J-3/4 functions dictate requirements, for example staffing and resources needed at the alternate facilities during a COOP emergency.
8. Perform other functions as assigned.

COCOM SUPPORT DIVISION (J-312)

MISSION:

Leads DLA's partnership efforts and liaison support to Unified Combatant Commanders in order to influence and improve collaborative, integrated adaptive planning capability and logistics sustainment to Combatant Commanders. Leads the Distribution Process Owner engagement and governance process with USTRANSCOM to deliver seamless, optimized best practices across the DLA enterprise in support of global sustainment and the Director's strategic intent.

FUNCTIONS:

1. Serves as DLA lead for adaptive planning supporting the Unified Combatant Commands and Joint Chief of Staff (JCS). Agency lead for evaluating and coordinating Logistics Sustainment Assessments of COCOM Operations and Contingency Plans; works with the Field Activities to assess Agency supporting tasks and missions; collaborates with DLA J-3/4 to ensure DLA capabilities are included in DLA concepts of support.
 - a. Participates in COCOM sponsored OPLAN conferences and Manages.
 - b. Provides oversight and support to DLA Liaison Officers (LNOs) serving at Unified Combatant Commands and the Joint Staff.
 - c. Produces DLA Support Plans for Combatant Commander Operations Plans (OPLANS) and Concept Plans (CONPLANS). Provides input into logistics annexes in OPLANS, CONPLANS, and Exercise Directives.
2. Serves as Agency lead working with JFCOM to assess issues involving Joint Theater Logistics; Directive Authority for Logistics; strategic, operational, and tactical responsibilities and relationships for executing logistics support to the COCOMs.

3. Assess the feasibility and implementation of a variety of initiatives and programs relating to transportation and distribution such as Node Management and Deployable Depot (NoMaDD):
4. Establish distribution metrics that measure DLA distribution performance and link to JDDE measures. An example is Integrated Distribution Lanes for reducing customer wait time, and other metrics to value stream processes and ensure effective and efficiency.
5. Interface with the JDDE, including USTRANSCOM as the Distribution Process Owner. This includes governance forums such as the Defense Transformation Task Force and Distribution Steering Group. Responsibilities involve proposing, staffing, and tracking agenda items; providing support such as scheduling and booking meetings; serving as the conduit for JDDE initiatives and link to the DLA process owners; representing DLA at joint distribution planning forums.
6. Sets expectations, negotiates, develops and oversees Performance Based Agreements (PBAs) with COCOMs according to defined processes to improve support and collaborative planning.
7. Serves as Agency integrator for the Combat Support Agency Review Team (CSART)
8. Perform other functions as assigned.

MILITARY SERVICE SUPPORT DIVISION (J-313)

MISSION:

Leads DLA engagements with the Military Services, subordinate Major Commands and other Federal Agencies to build a partnership in order to improve agency support to the warfighters, gather requirements information for Agency planning and focus Agency efforts on achieving desired warfighter outcomes.

FUNCTIONS:

1. Develops, publishes, executes, and continually refines specific customer engagement plans in accordance with evolving customer needs.
2. Leads National Account Managers, Customer Account Managers, Customer Support Representatives (CSR), and Service Readiness teams to meet comprehensive Agency objectives and goals for customer logistics support, assistance, and satisfaction.
3. Sets expectations, negotiates, and refines Performance Based Agreements (PBAs) with key customers according to defined processes.
4. Coordinates with all customer-facing and customer support elements of HQ DLA and field activities (FAs) to identify improvements in support to customers.
5. Executes customer communications, service, outreach, and feedback processes with HQ DLA and the FAs.
6. Receives, organizes, and disseminates customer feedback, and ensures follow-up actions are appropriately taken and tracked.
7. Maintains budget, tracks resources, and manages overall program administration for all MSS teams.

8. Oversees all PBAs with our customers committed to improving support and collaborative demand planning.
9. Identifies significant changes in customer logistical requirements for materiel or services and disseminates throughout the Agency to aid in planning.
10. Collects, analyzes, and disseminates customer logistics intelligence for appropriate action by HQ Staff Elements and Field Activities.
11. Supports DLA senior leadership with strategic logistical informational, metrics, and expert analysis regarding Service-specific initiatives, issues, concerns, sustainment, transformational goals, and Agency workload.
12. Plans, coordinates, and administers Customer Focus Conferences and other communication forums and events.
13. Executes customer outreach campaigns with War Fighters and other customers to educate them on DLA products and services and potential logistics solutions.
14. Gathers and tracks leads and opportunities for future logistics solutions from potential customers and refers them to the appropriate Supply Chain for action.
15. Develops Agency's corporate strategy to provide responsive, best-value support to the Defense Security Cooperation Agency and our foreign customers on all Security Assistance issues.
16. Provides program direction, policy development, and agency integration for International Logistics and Security Assistance programs.
17. Manages the Agency's foreign visitors program, and serves as the Agency's single focal point of contact between OSD, the Military Services, the Embassies, private industry, ODC, and the Defense Intelligence Agency (DIA) for foreign visits to all DLA activities.
18. Responsible for DLA logistics and support issues impacting readiness in support of the DHS and non-DOD, State and Local agencies.
19. Provides the strategic link between HQ DLA and DLA FAs in addressing DHS and other non-DOD customer requirements.
20. Negotiates and establishes, as appropriate, Interagency Agreements (IAAs) between DHS organizations, other Federal and State Agencies, and DLA.
21. Perform other functions as assigned.

SUPPLY CHAIN OPERATIONS DIVISION (J-314)

MISSION:

Provides oversight, policy, program guidance, and strategic direction for global, end-to-end, joint supply chain operations. Serves as DLA's primary focal point for new supply chain concepts, proposals, initiatives, and capabilities-based assessments. Plans, develops, and implements Executive Agent (EA) Concepts of Operations and strategic policies for applicable supply chains. Conducts staff assistance visits with DLA activities. Recommends operational, business process, information systems, program, financial, and policy improvements necessary to synchronize and improve end-to-end performance of supply chains. Provides support to the

DLA Operations Execution Board (OEB) and DLA Commanders to achieve accelerated short and mid-term operational improvements.

FUNCTIONS:

1. Serves as special advisor to DLA Senior Leadership on supply chain matters.
2. Serves as the Secretariat of the DLA OEB.
3. Collaborates with appropriate DoD Components, Federal Departments/Agencies, and Commodity Joint Integrated Process Teams (JIPTs)/Boards to:
 - Manage joint implementation of DoD EA policy, functions, and responsibilities.
 - Clarify EA terms of reference, and clearly delineate supply chain functions, roles, and responsibilities.
 - Jointly establish and document in performance-based agreements, performance standards and metrics for the supply chains.
 - Plan, conduct, and participate in joint exercises, experimentation, and gap analyses to improve and synchronize supply chain strategies, operations, and capabilities.
 - Conduct joint logistics readiness assessments of end-to-end supply chain operations and report on supply chain readiness and performance.
4. Coordinates and conducts staff assistance visits in concert with DLA support activities. Reviews and recommends improvements to end-to-end supply chain operations.
5. Ensures synchronization of DLA Executive Agent transformation, with other DLA and DoD transformation initiatives.
6. Develops EA PBR guidance, champions resource requirements, and monitors budget execution.
7. Perform other functions as assigned.

MATERIEL POLICY, PROCESS AND ASSESSMENT EXECUTIVE DIRECTORATE (J-33)

MISSION:

Responsible for program oversight and management of the DLA Office of Resource Review and Analysis (DORRA), and oversees the DoD Critical Infrastructure Program (CIP). Develops and promulgates Agency policy and standard processes for materiel process management to include planning, order fulfillment, customer outreach and service, transportation, distribution, disposition, and technical/quality. Integrates these processes together for maximum effectiveness and efficiency. Responsible for requirements determinations and analysis, policy process and compliance and performance assessment.

FUNCTIONS:

1. HQ proponent for operations research (OR). Manages the Agency process for prioritizing application of OR resources.
2. Oversees execution of the DoD CIP program for the logistics sector.

3. Develops and promulgates enterprise-wide policy related to planning, order fulfillment, customer outreach and service, transportation, distribution, disposition, and technical/quality.
4. Establishes standard process guidelines, training, and user tools for materiel related processes.
5. Integrates various materiel processes for greatest efficiency and effectiveness.
6. Analyzes and reports upon performance of enterprise processes.
7. Manages enterprise-wide sales and operations planning (S&OP) process.
8. Provides overarching guidance on development of requirements (both operations and materiel related) for DLA field activities.
9. Advocates resource requirements requests through the Agency resource management process on behalf of supply chains and DDC/DRMS.
10. Responsible for execution of the logistics research and development program, to include management of congressional earmarked programs.

CRITICAL INFRASTRUCTURE PROTECTION PROGRAM

MISSION:

Serves as the Defense Critical Infrastructure Program (DCIP) Logistics Sector Lead for the DOD and is the single focal point for planning and coordination of Critical Infrastructure Protection (CIP) activities within the DOD logistics community.

FUNCTIONS:

1. Serves as technical authority and provides management advice and technical expertise on all aspects of the DCIP.
2. Identifies a Senior Executive/Flag Officer to serve as the Defense Sector Critical Infrastructure Assurance Officer to coordinate DCIP matters with Office of the Assistant Secretary of Defense, the Joint Staff, the OSD Principal Staff Assistant, and to provide executive oversight for Logistics Sector DCIP implementation.
3. Establishes the appropriate management structure necessary to oversee DOD Logistics Sector DCIP activities.
4. Functions as office of primary responsibility (OPR) for DOD-wide Logistics Sector DCIP activities to coordinate policies and data flow between OASD(HD), the Joint Staff, and the appropriate DOD components.
5. Coordinates with OASD(HD)/CIP on behalf of the Logistics Sector CIAO and the Logistics Sector for DCIP planning and integration.
6. Represents the Logistics Sector as a principal member of the DOD CIP Integration Staff (CIPIS) composed of representatives from the DCIP Sectors, Joint Staff, Services, and other organizations involved in DCIP activities.
7. Coordinates with the Joint Staff DCIP OPR and the Joint Staff Logistics Directorate on behalf of the Logistics CIAO and the Logistics Sector for DCIP planning and integration.

8. Coordinates with all DOD components that own and/or operate elements of the Logistics Sector to develop and implement a Logistics Sector Assurance Plan and a Logistics Sector Risk Management Plan.
9. Develops a characterization of the DOD Logistics Sector support functions, systems, Defense Critical Assets, and dependencies consistent with the GIG architecture goals and objectives.
10. Provides the Logistics sector characterization to the Logistics Sector Principal Staff Assistant, OASD(HD), or the Joint Staff as appropriate.
11. Reviews and updates annually the sector characterization by working with the Services, Defense Agencies, and FAs to analyze Mission Essential Tasks (METs), related capabilities, and DOD Components' requirements of the Sector to identify all locations and any related Defense Critical Assets that perform sector activities for each MET.
12. Coordinates with the Combatant Commanders' DCIP OPRs on behalf of the Logistics CIAO and the Logistics Sector to identify Logistics Sector Defense Critical Assets necessary to implement required Combatant Command capabilities. Provides the resulting Defense Critical Assets linked to missions and capabilities to the Joint Staff and others as appropriate.
13. Coordinates with the Services, Defense Agencies, and DOD FAs on behalf of the Logistics CIAO and the Logistics Sector to prioritize their Mission Essential Tasks (METs), the Defense Critical Assets supporting these METs, and any interdependencies with other DOD Component or Defense Sector Defense Critical Assets necessary to the accomplishment of METs and statutory responsibilities.
14. Coordinates with all Defense Sector Lead Agents to identify cross-sector interdependencies supporting METs, related capabilities, and DOD Components' requirements of the sectors.
15. Provides a prioritized list of Sector Defense Critical Assets to Combatant Commanders, the Joint Staff, and OASD(HD).
16. Coordinates with Combatant Commands to identify Defense Critical Assets required for the accomplishment of COCOM METs and submit to the Joint Staff, the applicable DOD Components, and OASD(HD).
17. Provides a prioritization of Defense Critical Assets linked to missions and capabilities to the Joint Staff and OASD(HD).
18. Coordinates with DOD Components to identify and recommend Defense Critical Assets to receive a DCIP assessment in the next assessment cycle. Provides, to OASD(HD) or the Joint Staff, a prioritized recommendation list for DOD-owned Defense Critical Assets to receive a DCIP assessment.
19. Assesses the potential impact to logistics operations that would result from the loss or compromise of infrastructure capability and recommend measures to mitigate the impact from losses or compromises.
20. Provides annually to OASD(HD) and the Joint Staff recommendations for remediation or mitigation of Defense Sector-related risks. Coordinates with Defense Communications Agency (DCA) owners to develop plan to correct or mitigate identified risks.

DLA OFFICE OF OPERATIONS RESEARCH AND RESOURCE ANALYSIS (DORRA)

MISSION:

Performs timely research and analysis to enable its customers to objectively formulate policies and make decisions. DORRA undertakes this mission for all activities of DLA and for other DOD activities authorized by the Director of J-3/4.

FUNCTIONS:

1. Conducts operations research for DLA activities and designated DOD offices for the purpose of providing decision makers with cost-effective analysis, and optimized business solutions across the logistics and acquisition community.
2. Conducts independent Business Process Reengineering (BPR) projects and Functional Economic Analysis (FEA) studies to provide decision makers with recommendations for streamlining operations.
3. Conducts organizational evaluation and provides insight on organizational performance management teams in support of A-76 projects and related commercial activity evaluations to include assisting management with development of Most Efficient Organization (MEO) options.
4. Develops and maintains supporting data mining architectures and associated data for DLA to support long-term data retrieval across the full spectrum of the supply chain exclusive of the day-to-day operational data required on a real-time basis by operational DLA elements.
5. Provides the DLA Directorate of J-3/4, and other designated DLA elements, with full-service Contracting Officer's Representative (COR) and/or Contracting Officer's Technical Representative (COTR) services in acquiring and managing Contracted Advisory and Assistance Services (CAAS).
6. Serves as the DLA Executive Agent responsible for meeting DOD modeling and simulation requirements under DOD Directive 5000.59.
7. Serves as the DLA Executive Agent responsible for maintaining DLAI 7041.1 on Economic Analysis.
8. Conducts, trains, and supports DLA activities in the development and implementation of Continuous Improvement (CI) strategies, policies, and processes.

PROCESS MANAGEMENT DIVISION (J-331)

MISSION:

Responsible for the development, application, and oversight of DLA technical and supply policy, plans, programs, processes, and functional requirements. Provides broad managerial and executive responsibility to integrate Agency technical and supply functions, services, policies, and procedures into a highly reliable network of logistics support for DLA's customers, and a source of insight for industrial suppliers and partners. Institutionalizes new DLA

customer-related practices, business processes, implementation tools, and policies throughout the Agency.

Develops DOD plans, policies, programs, processes and procedures for stock positioning, supply chain initiatives and the disposition of excess, surplus, and foreign excess property to include: demilitarization, precious metals recovery, reutilization, transfer, donation, and marketing. Manages the development, review, analysis, and application of policies, plans, programs, and systems relating to hazardous materiel logistics programs for DLA and DOD. Develops DLA policy for DOD asset management, storage and distribution processes, and transportation/traffic management functions. Administers the DOD Materiel Disposition Program.

Provides comprehensive storage, distribution and disposition policy and strategy for all aspects of DLA's Defense Depot Management, DOD Asset Management, transportation and traffic management responsibilities, and other storage and distribution/supply processes. Responsible for the development of broad distribution policies that support fully integrated, highly reliable, time-definite delivery of materiel to the customer, regardless of the source.

FUNCTIONS:

1. Provides policy, staff supervision, and oversight for the wholesale and retail mission within the Agency.
2. Provides direction and oversight for the Agency's manufacturing and technology, on-demand manufacturing, and other logistics research and development programs.
3. Ensures all policy, systems, program management, and operations are in support of the Agency's strategic objectives.
4. Acts as process owner for the portion of the logistics chain associated with demand/supply planning, technical/quality, customer service and outreach and order fulfillment. Develop and administer plans, programs, policies, and procedures for the integrated materiel management of consumable items, requisition and sales order processing, materiel returns, disposal, DLA total asset visibility, and for the effective identification and support of customer materiel requirements in both peace and war.
5. Disseminates and monitors policies, procedures, and other guidance related to requirements determination and other inventory management functions as they relate to DLA's Demand and Supply Chains.
6. Manages the development, execution, review, analysis, and application of policy, plans, programs, and systems relating to catalog, technical, and quality matters in support of the logistics items assigned to DLA.
7. Manages the development, execution, review, analysis, and application of policy, plans, programs, and systems relating to business process improvements, standardization, value management, and technical data management, acquisition of commercial products and services, and organic manufacturing.
8. Manages the development, execution, review, analysis and application of policy, plans, programs and systems relating to the fulfillment of DOD customer orders to include those

systems and processes associated with the management of assets and the processing of sales orders for those assets assigned to DLA to satisfy DOD customer requirements.

9. Responsible for developing, evaluating, promulgating, and implementing DOD/DLA policies and procedures for procurement technical support.
10. Develops customer strategy, customer service and outreach processes and institutionalizes them across DLA.
11. Ensures appropriate alignment of customer segmentation and DODAAC-mapping to facilitate customer support.
12. Aligns Strategic Plan initiatives within HQ DLA and FAs.
13. Executes the DLA Customer Satisfaction Survey, Client Level Survey and a comprehensive customer assessment program in conjunction with DLA Field Activities and EBS requirements
14. Develops and implements joint plans, policies, and procedures for the disposition of excess, surplus, hazardous, and Foreign Excess Personal Property (FEPP).
15. Functions as the DOD Executive Agent for the DOD Hazardous Material Information System (HMIS), the DOD Hazardous Technical Information Service (HTIS), and the DOD Ozone Depleting Substance Reserve (ODSR). Functions as principal advisor to the Joint Logistics Commanders on Excess Asset Management.
16. Provides program guidance and support to the Defense Distribution Center, DLA, and Military Service Inventory Control Points regarding management, materiel accountability, stewardship of DOD inventory, and in-storage visibility of materiel.
17. Provides program guidance and support to the Defense Distribution Center, DLA, and Military Service Inventory Control Points to ensure the proper and full integration of distribution services provided by DLA
18. Provides program guidance and support to the Defense Distribution Center and the DLA ICPs on transportation/traffic management issues
19. Develops and coordinates policy and functional requirements for future technologies that are integral to distribution and transportation
20. Acts as the DLA focal point on transportation and traffic management policies and represents DLA with ADUSD (Transportation Policy), other DOD Agencies, the Military Services, the USTRANSCOM, and its component commands during peacetime as well as during contingency and surge operations.

BUSINESS INTEGRATION DIVISION (J-332)

MISSION:

Responsible for EBS and other logistics systems requirements definition and coordination between process areas. Coordinates and administers the transformation of processes, methods, and metrics of all policies under the purview of J-3Y. Provides oversight for cross-process matters. Serves as the **J-33** process integration focal point with the MILSVCs, DLA Supply Chain owners, and **J-314**. Programs, plans, and executes the Manufacturing Technology Program and the Logistics Research and Development (R&D) Program for the Agency.

Performs, directs, and/or integrates quantitative and operations research analyses. Assesses Agency internal process performance, external customer support, and ability to support Military Service readiness. Identifies Agency-wide data requirements to support assessment processes. Develops, reviews, validates, and integrates logistics operational resource requirements for DLA Business Activity Groups. Provides input to J-8 for Program Budget Review (PBR) documents associated with Supply Energy, Supply Non-Energy, Distribution, and Defense Reutilization and Marketing major field activities, as well as management/oversight of several Total Obligation Authority (TOA) programs. Coordinates all Logistics Operational Information Technology requirements within J-3/4 with appropriate Directorates and Field Activities.

FUNCTIONS:

1. Facilitates management of EBS systems changes (integrate priority of systems changes).
2. Ensures functional integration of EBS and other DLA transformational initiatives.
3. Represents DLA on the OSD Functional Integrated Process Team for Logistics.
4. Serves as J-3/4 functional proponent for Integrated Data Environment (IDE) efforts.
5. Works, as J-3/4 Business Architect, with Senior Architect (J-6) to develop architecture strategies and schedules, validates operational views for enterprise and J-3/4 business processes, coordinates participation and approval by appropriate J-3/4 organizations, and co-chairs the DLA Enterprise Architecture IPT.
6. Assists the Senior Architect with demonstrating compliance with the DOD Business Enterprise Architecture (BEA)
7. Develops and oversees the resource requirements analysis process to review new or extended Materiel Process Management initiatives.
8. Develops strategies and coordinates policy with DOD and industry for automated identification technology
9. Acts as the focal point for implementation of OSD passive RFID policy and as the lead for the DPO RFID IPT.
10. Serves as the integration focal point for all J-33 BRAC matters.
11. Manages the Manufacturing Technology (ManTech) Program and the Logistics R&D Program through identification of technological opportunities/needs, planning/budgeting for resources, designation of Program Managers, and conducting/overseeing the programs to implementation.
12. Represents DLA at the Departmental level with Military Services, Other Agencies, and Inter-Governmental Organizations on R&D matters.
13. Serves as the DLA focal point for the Diminishing Manufacturing Sources and Material Shortages (DMSMS) Program.
14. Performs, directs, and/or integrates quantitative and operations research analyses, and develops models, using internal and contracted staff, to support Headquarters analysis customers.
15. Ensures that cross-enterprise metrics, measures, and analyses use common methodologies and data sources as appropriate.

16. Conducts analysis and provides analytical expertise to support the development of measures and metrics to assess Agency-wide internal process performance and external customer support.
17. Supports HQ and FA customers' efforts to optimize operational supply support performance and resource requirements necessary to support goals. Works with FAs to identify impacts of resource constraints.
18. Acts as the senior HQ Operations Research subject-matter expert.
19. Develops measures and metrics that drive behavior towards achieving the goals and objectives of the DOD and DLA Strategic Plans, and reflect the principles of the Chief Financial Officers Act, Defense Acquisition Workforce Improvement Act, and the Government Performance and Results Act.
20. Analyzes and assesses operational performance, weapon system support, customer support, and DLA's capability to support Military Service readiness.
21. Leads collaboration with FAs to develop and set operational performance goals and targets, as well as assesses supply chain performance in achieving goals.
22. Leads collaboration with HQ and FAs to conduct customer support studies and assessments to improve support to DLA customers worldwide.
23. Provides analysis and readiness assessments of peacetime, exercise, contingency and combat logistics support and material requirements.
24. Supports Distribution Process Owner metrics development and performance assessment.
25. Identifies, coordinates, and integrates cross-enterprise data requirements to support analysis and performance assessment.
26. Works with process owners, FAs, and DLA Military Service teams to identify and fix data transaction and reporting issues.
27. Supports process owners in report development, testing, and validation.
28. Integrates the DLA Supply Energy, Supply Non-Energy, Distribution and Defense Reutilization and Marketing Service Business Activity Groups' operational resource requirements into a long-range, executable plan that serves as input to the Agency PBR.
29. Relates resources to logistics operational performance metrics and ensures that resources are at the level required to meet Agency operational objectives.
30. Assists J-8 in explaining Business Activity Group financial execution issues in various Agency and DOD review forums.
31. Submits operational resource requirements for appropriated programs such as Price Comparability; War Stoppers; Research, Development, Test & Evaluation; and Mapping to J-8. Issues authority (e.g., service orders) to the DLA Headquarters and FAs to expend these funds, and oversees their execution.
32. Responsible for strategic planning, business planning, and the respective strategic initiatives.
33. Responsible for the development, implementation, and integration of Non-Energy Inventory Quantity (NEIQ) CFO reporting and compliance efforts to achieve an unqualified "clean" audit opinion. Provides oversight for Internal Controls Over Financial Reporting as outlined by the Office of Management and Budget Circular A-123, Appendix A requirements and the Federal Managers' Financial Integrity Act (FMFIA) Statement of Assurance to the Secretary of Defense.

34. Responsible for J-3/4 strategic and business planning in support of the DLA Strategic Plan, Balanced Scorecard (BSC), and Enterprise Business Plan (EBP).
35. Internal Controls Over Financial Reporting as outlined by the Office of Management and Budget (OMB) Circular A-123, Appendix A requirements and the Federal Managers' Financial Integrity Act (FMFIA) Statement of Assurance to the Secretary of Defense. Implements (NEIQ) CFO Compliance and OMB A-123 Oversight.

STRATEGIC PROGRAMS EXECUTIVE DIRECTORATE (J-39)

MISSION:

Responsible for implementing programs of strategic importance to DLA, to specifically include Operational Implementation Planning and Execution Oversight of the three decisions from the BRAC 2005 Supply and Storage (S&S) law that directly impact DLA, discretionary moves under BRAC, and oversight of all other BRAC implementation concerns to include those associated with the Civilian Personnel Office Consolidation portion of BRAC.

FUNCTIONS:

1. Integrate plans that address implementation of the three S&S BRAC decisions across all sites regardless of Service affiliation.
2. Integrate plans that address discretionary moves associated with BRAC.
3. Coordinate Policy issues with DLA HQ and FAs.
4. Resolve implementation issues that cross Service Teams.
5. Conduct IPRs that oversee execution of DLA BRAC implementation actions.
6. Provide updates to senior leadership and oversight groups as needed (Partners, OEB, Corporate Board, etc.).
7. Work with MRPO to respond to data calls involving implementation actions and coordinate implementation issues with MRPO representatives.
8. Provide expertise on internal DLA operations to support problem resolution
9. Establish working relationship with affected sites through Service-specific teams.
10. Ensure coordination and support from DLA HQ elements and FAs.
11. Deploy DLA warfighter support forward into industrial maintenance sites.
12. Serve as the single supply provider at collocated industrial sites.
13. Develop DLA performance metrics in collaboration with Service customers.

SUPPLY, STORAGE, AND DISTRIBUTION DIVISION (J-391)

MISSION:

Implement three specific BRAC actions (i.e. Depot Level Reparable (DLR) Procurement Management Consolidation; Commodity Management Privatization; and Supply, Storage and Distribution Management Reconfiguration) as defined in the final BRAC 2005 Report. Coordinate to identify implementation issues and concerns and ensure joint issue review and

resolution of issues and timely progress in implementing actions outlined in transition business plans.

FUNCTIONS:

1. Plan and execute S&S JCSG BRAC closures and realignments. Develop plans that address implementation of S&S BRAC decisions at each affected site.
2. Rationalize differing timelines and schedules for sites and oversee execution of activities as scheduled. Coordinate the 'rollout' for installations regardless of Service affiliation.
3. Ensure that closures and realignments comply with the law and optimize DLA and Component Service Business Process efficiency and effectiveness.
4. Monitor reconfiguration of our Distribution Depots into four Strategic Distribution Platforms.
5. Transform DOD supply chains to improve effectiveness and achieve savings through inventory, infrastructure, and labor reductions.
6. Exercise reach-back capability to coordinate technical issues within each Component Service as required and to develop options and courses of action for problem resolution.
7. Identify and prioritize requirements for resources.
8. Track implementation progress against plans and schedules and reports status as required.
9. Elevate technical issues to the Component Service MRCAG Representative as required and seeks its assistance and guidance.
10. Respond to requirements levied by the JCSG or the MRCAG and periodically updates these groups on the status of implementation.

MATERIEL READINESS PROJECT DIVISION (J-392)

MISSION:

Responsible for the full spectrum of BRAC 2005 implementation services to include: 1) development of execution processes and 2) implementation management support to the senior BRAC Governance bodies, i.e. Materiel Readiness Component Advisory Group (MRCAG) and the Supply and Storage (S&S) Joint Cross Service Group (JCSG). Integrates the efforts of the BRAC 2005 decisions within the impacted Department of Defense (DoD) Components and ensures the intent of those decisions is realized without negatively impacting the Component Service Materiel Readiness mission. Overall management roles include planning, policy, direction, coordination, oversight, business process review, and development across the BRAC 2005 affected Components. Assist the Director, DLA (J-39) MRPO BRAC 2005 Integrated Implementation Office by providing overall administration and control of DLA BRAC 2005 implementation policies, programs, plans, procedures, and resource management. Provides administrative support to the BRAC 2005 Recommendation Pillar Leads and Military Service Representatives.

FUNCTIONS:

1. Plan and manage execution of the Supply and Storage Joint Cross Service Group (S&S JCSG) BRAC closures and realignments involving coordinated activities by all Military Service headquarters, their installations and organizations, and virtually all organizational elements within the DLA.
2. Ensure closures and realignments are executed as originally intended by the S&S JCSG.
3. Participate with Component BRAC offices in the development and review of installation implementation plans and ensure that DLA closures and realignments are fully integrated.
4. Exercise reach-back capability to coordinate technical issues with each Component as required and develop options and courses of action for problem resolution.
5. Identify and prioritize requirements for resources. Ensure resources are included in Defense Component programs and budgets.
6. Track implementation progress against plans and schedules and report status, as required.
7. Elevate technical issues to the Materiel Readiness Component Advisory Group (MRCAG) as required and seek its assistance and guidance.
8. Respond to requirements levied by the S&S JCSG or the MRCAG and periodically update these groups on the status of implementation.
9. Track the actual costs and savings against those estimated by the S&S JCSG, using automated tools.

MILITARY SERVICE IMPLEMENTATION DIVISION (J-393)

MISSION:

Ensure Military Service needs are met in the implementation of three specific BRAC decisions (i.e. Depot Level Repairable (DLR) Procurement Management Consolidation; Commodity Management Privatization; and Supply, Storage and Distribution Management Reconfiguration) as defined in the final BRAC 2005 Report. Coordinate with MRPO Military Service counterparts and Military Service leadership for implementation planning and issue resolution. Coordinate with DLA Pillar Leads to ensure Military Service needs are addressed in the business plans.

FUNCTIONS:

1. Coordinate plans and execution of S&S JCSG BRAC decisions with Military Service headquarters, installations, and organizations.
2. Ensure that decisions comply with S&S JCSG intent and optimize DLA and Military Service Business Process efficiency and effectiveness.
3. Participate with Military Service BRAC offices in the development and review of installation implementation plans and ensure that DLA closures and realignments are collaborated and coordinated with the respective Service.
4. Exercise reach-back capability to coordinate technical issues within each Military Service as required and to develop options and courses of action for problem resolution.

5. Exercise reach-back capability to coordinate technical issues with DLA field activities as required and to develop options and courses of action for problem resolution.
6. Track implementation progress against plans and schedules and report status as required.
7. Elevate technical issues to the Military Service MRCAG Representative as required and seek its assistance and guidance.
8. Respond to requirements levied by the JCSG or the MRCAG and periodically update these groups on the status of implementation.